



Subcontracting Procedures

1. Identifying the Need for Subcontracting

- **Define Scope:** Clearly identify the tasks or services to be subcontracted.
- **Set Objectives:** Outline specific goals for subcontracting (e.g. skill acquisition).
- **Assess In-House Capabilities:** Evaluate existing internal capabilities to determine the necessity of subcontracting.

2. Selection of Subcontractor Providers

Research Potential Subcontractors:

- Compile a list of potential providers through referrals, industry networks, or previous experience.
- Check qualifications, certifications, and past project experience relevant to your requirements.
- For Apprenticeship learners, ensure they meet the Education and Skills Funding Agency subcontracting [funding rules](#)

Pre-qualification Criteria for Apprenticeship provision:

- Define criteria such as technical expertise, financial stability, compliance with regulations, and industry reputation.
- Check [Ofsted rating](#)
- Check [APAR status](#)
- Check Achievement rates published for the provider these can be accessed via the [apprenticeship standard](#) through the approved suppliers list

Request for Tenders:

- Review submitted proposals based on expertise, cost, and timeline alignment.

Evaluation and Shortlisting:

- Compare subcontractors objectively. Key factors may include price, quality, risk management, and past performance.
- Conduct interviews or site visits if necessary.

Negotiation and Final Selection:

- Negotiate terms and conditions, including pricing, delivery schedules, and any service level agreements (SLAs). (The Apprenticeship subcontracting contract template can be [found here](#))
- Finalise the contract after reviewing legal and compliance aspects.

3. Implementation of Subcontracting Services

Contract Finalisation:

- Sign a comprehensive contract that includes scope of work, deadlines, payment terms, and performance metrics. (The Apprenticeship subcontracting contract template can be [found here](#))
- Define roles, responsibilities, and points of contact for both parties.
- The rationale for every subcontracting agreement must be included within the published subcontracting policy on the university website
- The University must declare each subcontractor to the ESFA through submission. This should be completed by the Apprenticeships Manager.

Onboarding the Subcontractor:

- Provide clear instructions, access to necessary resources, and introductions to the relevant university personal.
- Share any relevant documents, plans, or guidelines.

Communication Plan:

- Set up a structured communication process, including regular meetings, progress reports, and issue escalation channels.
- Define response times and expectations for problem resolution.

4. Monitoring and Managing the Subcontractor

Performance Monitoring:

- Establish key performance indicators (KPIs) to measure subcontractor performance. KPIs could include on-time delivery, quality of work, and adherence to the budget.
- Track and document progress against these KPIs regularly.

Quality Assurance:

- Conduct periodic inspections or audits of the work or services provided by the subcontractor. This should include a joint OTLA between the main provider and subcontractor.
- Request progress updates.

Risk Management:

- Identify potential risks (e.g., delays, compliance issues) and create mitigation plans.
- Implement contingency plans in case the subcontractor fails to meet key objectives.

Payment and Financial Monitoring:

- Implement a payment schedule based on project milestones or deliverables.
- Ensure that invoices are accurate and align with contract terms before processing payments.

Issue Resolution:

- Address any disputes or issues within a calendar month.

- Document all issues and the steps taken to resolve them.

5. Final Evaluation and Review

Post-Project Evaluation:

- Conduct a final performance review of the subcontractor at project completion.
- Evaluate whether project goals were met, including quality, timeline, and cost objectives.

Feedback and Reporting:

- Provide feedback to the subcontractor, highlighting strengths and areas for improvement.
- Request feedback from the subcontractor regarding your organization's processes.

Document and Archive:

- Document lessons learned, subcontractor performance, and project outcomes for future reference.
- Store all contracts, reports, and evaluations in a centralized system for future use.

6. Continuous Improvement

Ongoing Relationship Management:

- Maintain relationships with high-performing subcontractors for potential future projects.

Performance Benchmarking:

- Compare subcontractor performance across different projects to develop a list of preferred subcontractors.

Periodic Reassessment:

- Regularly review and reassess subcontractor relationships and contract terms based on evolving project needs, ESFA funding rules and market conditions.

This procedure ensures a systematic approach to selecting, implementing, and monitoring subcontractor services while maintaining accountability and quality standards.